OTHERWISE

THE EDHEC BUSINESS MAGAZINE

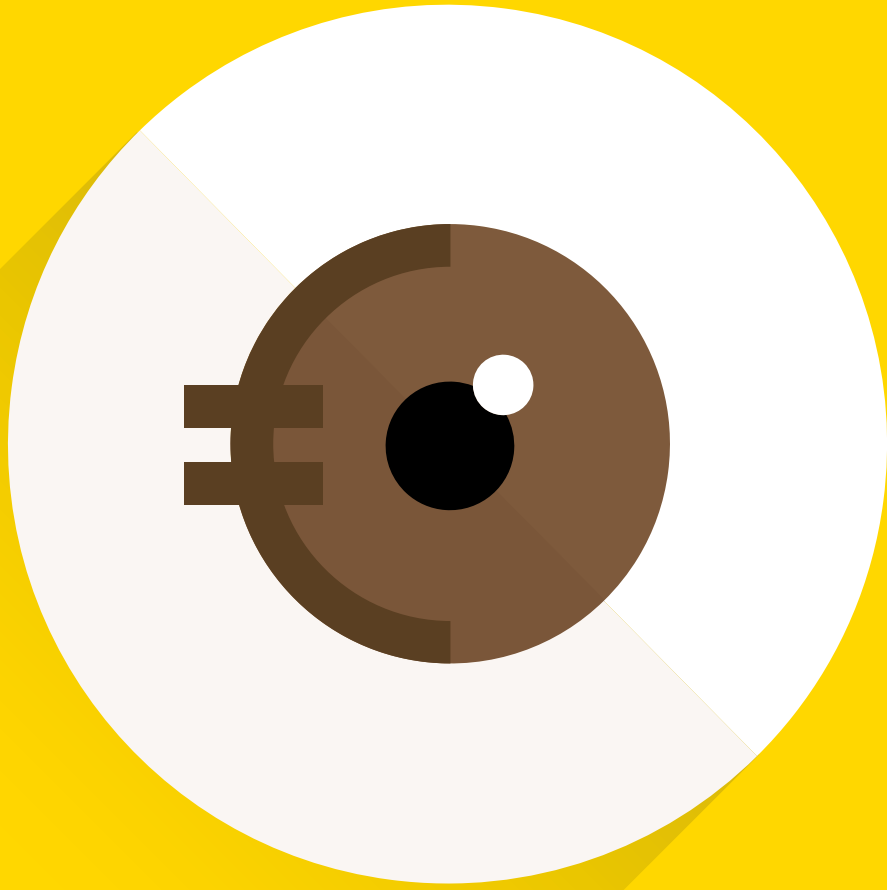
EDHEC BUSINESS SCHOOL

N°01
JUNE
2014

TO A TEA
Studying the kismet of Kusmi ◆◆

BOGUS SHARES
On the wild frontier of peer-to-peer ◆◆

GEN Y BRAIN
What's really in our heads? ◆◆



Looking ahead

INTO A NEW ECONOMY

All the colors of solidarity

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de la rue à la vie !

THE EDITOR'S LETTER

Why OTHERWISE? Because it's *le mot juste* and it's just the moment. Because we need other ways of doing business — OTHERWISE, we'll all be out of business.

"I've still got a lot to teach you," says Gordon Gekko in *Wall Street*, the movie that launched a thousand b-school applications. What did he teach us? That "greed is good," echoing the ethos of Michael Milken and the other real-world counterparts of Gordon Gekko. As the 1980s ended, both Gekko (in the movie) and Milken (in a U.S. penitentiary) were down for the count, but greed was good for about another billion overcapitalized rounds. What followed was illiquidity, overvaluation, a mediocre *Wall Street* sequel, predatory lending, over-leveraging, Occupy Wall Street, evictions, foreclosures, *The Wolf of Wall Street*…

How much clearer could it be? Greed is bad. Greed got us in the mess we're in today. We have to start taking care of business before business takes care of us. Time to sack the piper and start dancing to a different tune. Ain't about the cha-ching and the ba-bling. Listen to Jessie J, people! It's not about the money, money, money. Our idea for OTHERWISE is to approach business from the perspective of a student. Seems obvious, doesn't it? Who needs another magazine telling us the (wrong) way to do business? Besides, who among us is not a student of business of one kind or another? Even if it's *only* the business of building a better world, or living a better life, or being a better human being.

> "YOU CAN'T THROW A CROISSANT WITHOUT HITTING **AN EMINENT PHILOSOPHER OR SOCIAL THEORIST** IN THIS TOWN."

We don't want to get all Socrates Rebooted on you, but we're likely to ask more questions than we answer. That's one of the perks of being in Paris, where OTHERWISE is headquartered. Students of every stripe have been coming to Paris to ask questions for a thousand years. It's a good place to look for answers. It's also a good place to eat French pastry. You can't throw a croissant without hitting an eminent philosopher or social theorist in this town. What have you got to lose when you've got Deleuze?

So pull up a chair. Ask the waiter about today's specials. OTHERWISE is open for business. ◆

– Randall Koral, *editor-in-chief*

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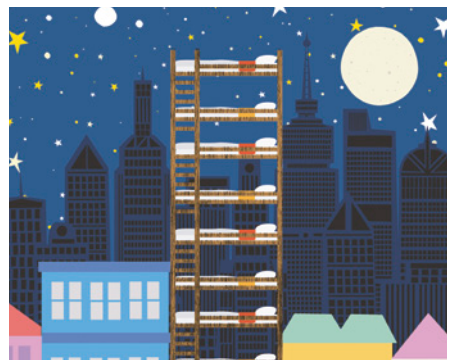

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LEGAL DEPOSITE JUNE 2014

OTHERBUZZ

"ALL THAT WE LACK AT BIRTH, ALL THAT WE NEED WHEN WE ARE GROWN, IS GIVEN BY EDUCATION."

— JEAN-JACQUES ROUSSEAU

11.9% IN THE EURO ZONE

unemployment is forecast to hold steady at 11.9%. The obvious solution is for the European Central Bank to provide more economic stimulus but it's far from obvious the ECB has the will or capacity to provide it.

€9.89 MILLION

LINKEDIN HAS REPORTED A QUARTERLY LOSS OF €9.89 MILLION COMPARED TO A PROFIT OF €16.7 MILLION A YEAR AGO, AND THE LOWEST RATE OF GROWTH IN SALES SINCE THE COMPANY WENT PUBLIC IN 2011.

◆ ◆ ◆

€30 BILLION

The global antibiotics market pulls in around €30 billion a year, but the cost of failing antibiotics is high: Antibiotic resistance costs an estimated €19 billion a year in the US and around €886 million in the EU. Meanwhile bacteria are evolving into drug-resistant superbugs, and the number of effective antibiotics continues to dwindle. In May the World Health Organization announced that the issue of antibiotic resistance "is so serious that it threatens the achievements of modern medicine," and predicted a "post-antibiotic era – in which common infections and minor injuries can kill."

◆ ◆ ◆

Think Starbucks coffee is pricey?

So does Starbucks, as far as the price of the Arabica they've been buying. Arabica bean prices have shot up 90% after a drought in Brazil, the world's biggest Arabica supplier. Starbucks intends to stop buying (outside of current contracts) until the price drops back down or stabilises.

THE WORLD

has made very little progress in ensuring that more women reach the top of companies. In 2013 only 3% of incoming CEOs were women, according to a recent study from Strategy& (formerly Booz & Co.) The consultancy predicts that number will increase dramatically in the future, and that approximately one-third of new CEO appointments will be women by 2040.

"Experiential learning"

This is an emerging trend in business education. The idea is to teach entrepreneurship and innovation "by doing". Students are doing more learning beyond the classroom via incubators, business and family office networks, in-company projects, conferences, and interactions with alumni entrepreneurs.

◆ ◆ ◆

LITHUANIA

Think of the euro zone as a nightclub. On the inside you can hear complaints about everything from the price of the drinks to the lack of dancing. *But then you have people – or in this case, the country of Lithuania – trying desperately to get in. In June Lithuania received the nod from the European Central Bank and the European Commission to become the euro zone's 19th member state. This is Lithuania's second try to adopt the euro as its official currency, after being turned away eight years ago. If approved by the various European member governments, Lithuania may be able to hit the euro dancefloor as early as January 2015.*

HIGHEST MINIMUM WAGE

SEATTLE IS PREPARING TO IMPLEMENT THE WORLD'S HIGHEST MINIMUM WAGE. THE $15 (€10.80) PER HOUR RATE WILL TOP LUXEMBOURG'S €11.10 ON A PURCHASING-POWER BASIS. ◆ ◆ ◆

THE STAR STUDENT OF DAVOS

The World Economic Forum at Davos in 2013 hosted a panel discussion between Bill Gates of Microsoft, Larry Summers of Harvard, Thomas L. Friedman of The New York Times, – and a 12-year-old prodigy named Khadijah Niazi from Lahore, Pakistan. Khadijah Niazi is an inspirational example of how online education is revolutionising learning. She was only 10 years old when she completed her first online course.

ENTREPRENEURSHIP TODAY

TEXT **MARY B. ADAMS**
IMAGES **BEN LAMB**

BEFORE YOU CAN BE A WINNER YOU HAVE TO GET IN THE GAME. WHETHER THEY STARTED WITH AN IDEA, A VISION OR JUST PLAIN OLD FRUSTRATION, THESE FOUR ENTREPRENEURS ARE IN THE GAME AND THEY'RE PLAYING TO WIN.

When Shara Tochia returned to London after living abroad, she didn't want to join a gym. She just wanted to find and book a fitness class as easily as she could a restaurant or a flight. So she quit her job and launched Fitness Freak in 2013. New to the world of startups, she began networking with other small business owners, incubators and mentors, and soon found a partner. Fitness Freak became Fynder, a completely revamped solution combining fitness, beauty and massage. Fynder was selected to complete at The Next Web's BOOST in Amsterdam in April and aims to launch internationally. Shara's advice to other entrepreneurs: "Be prepared to make huge sacrifices, love what you do, and get a full-time business partner."

Shara Tochia,
Fitness Freak,
High-tech Entrepreneur

- PART-TIME FITNESS INSTRUCTOR AND FASHION MARKETER TURNED HIGH-TECH ENTREPRENEUR
- JOINED GOOGLE CAMPUS CO-WORKING SPACE IN EAST LONDON TO TAP INTO TECHNICAL EXPERTISE
- FROM SCRATCH BUILT AN ONLINE MARKETPLACE WHICH HAS ADDED 7,000 FITNESS CLASSES PER WEEK SINCE THE 2013 LAUNCH OF ITS ONLINE LISTINGS
- HELPED CONSOLIDATE THE LONDON FITNESS INDUSTRY

"BE PREPARED TO MAKE HUGE SACRIFICES, **LOVE WHAT YOU DO,** AND GET A FULL-TIME BUSINESS PARTNER."

Arthur Dietrich, Edhec 2013
Serial Entrepreneur

- LAUNCHED A STUDENT ASSOCIATION AND BEGAN CONSULTING WITH TOP GLOBAL FIRMS BEFORE HE WAS OUT OF BUSINESS SCHOOL
- HELPED XBOX APPEAL TO THE "HIPSTER" MARKET AND "FIXIE" BIKES BOOST SALES THROUGH A SUCCESSFUL PARTNERSHIP
- SPENT 14 YEARS AS A BMX BICYCLE RIDER, EIGHT OF THOSE YEARS PROFESSIONALLY TRAVELLING AROUND THE WORLD
- ORGANISES THE WILD NIGHT CONTEST FOR EUROPE'S TOP BMX PRO-RIDERS, NOW IN ITS FOURTH YEAR

Although Arthur Dietrich comes from a family of entrepreneurs, he never aimed to be one. Several internships later he realised he wanted to be his own boss. His first venture, EC/DC (EDHEC Community for Dynamic Culture), quickly grew to be one of EDHEC most successful associations. While still a student he began consulting with Microsoft and Orange and designed co-branding initiatives to help Xbox and "fixie" bicycles reach new international audiences. As co-director of BoGoods, Dietrich handles merchandising for theme parks, sports and other events like Parc Asterix, Paris' Musée Grevin, and Roland Garros. And did we mention he travels the globe from Shanghai to Hawaii as a professional BMX bike racer and European champion?

Satish Jha, Edhec MBA 1990
Triple Entrepreneur

- TWO DECADES OF INTERNATIONAL BUSINESS EXPERIENCE WITH FORTUNE 500 COMPANIES ACROSS VARIOUS INDUSTRIES FROM PROJECT MANAGER, LECTURER, MENTOR, FELLOW TO CIO, CEO, BOARD MEMBER
- SEEKS SUSTAINABLE SOLUTIONS TO ADDRESS CHALLENGES RATHER THAN USING "A BAND-AID APPROACH"
- BELIEVES EVERY CHILD IS BORN WITH THE POTENTIAL TO BE A NOBEL LAUREATE
- OLPC NOMINATED FOR EDHEC'S 2013 SOCIALLY RESPONSIBLE ORGANIZATION AWARD

Satish Jha is an investor and triple (corporate-business-social) entrepreneur who is known for his work evangelizing technology-based innovation. His motto: "If it is not transformative, then don't bother." As chairman of One Laptop per Child India Foundation he is helping to transform the lives of India's poorest children. The foundation hopes to revolutionize rural education by distributing laptops to as many underprivileged children as possible. ECCO, Satish Jha's latest social entrepreneurial venture, focuses on energy-efficient lamps that are designed and made in India to meet the unique needs of the country's underserved communities.

Elizabeth Tan,
Global Social Entrepreneur, Sustainable Tourist

- LAUNCHED A FAST-GROWING SINGAPORE-BASED SHOE LABEL AT THE AGE OF 22
- STRATEGIC OFFICER AT GLOBAL CLINIC, A NON-PROFIT WHICH HAS HELPED 30,000 PATIENTS IN UNDERSERVED COMMUNITIES IN INDIA, AFRICA, INDONESIA, PHILIPPINES AND CHINA
- CO-FOUNDED METTAPHOR, A CHANGE AGENT OF SUSTAINABLE TOURISM THAT MIXES TRAVEL WITH VOLUNTEER WORK IN LOCAL COMMUNITIES IN SOUTHEAST ASIA AND SOUTH ASIA
- IS BUILDING AN INTERNATIONAL COMMUNITY OF LIKE-MINDED WOMEN AND PARTNERS

In 2009, after returning from a month of teaching English in a Tibetan village, Elizabeth Tan co-founded Mettaphor, a sustainable tourism company in South Asia. She is actively involved in Global Clinic, a not-for-profit humanitarian organisation providing eye care, dental and women's health to people in the poorest communities of the world. And as managing director of Heatwave Shoes, she believes that "a reliable, well-made pair of shoes is a simple luxury that should be made affordable to women around the world." There are now 51 shops in Asia and the Middle East, and the list is growing. Next stop: America or Europe "to represent as a strong Asian brand in those markets," she said in an interview with The Next Women magazine.

WAKE-UP! ORGANIZED CRIME IS AT THE DOOR...

OPEN-ED BY **BERTRAND MONNET**

Terrorism is whole based on advertising. Barbaric organizations like Al Qaeda or Boko haram are nothing but world brands. Unable to physically destroy their political or religious enemies, terrorists systematically hit them psychologically, impacting the public as violently as possible through a maximal mediatization of unbearable acts: terrific destruction of occidental symbols (9/11 attacks) or massive kidnapping of innocent victims (the 300 young women recently abducted in northern Nigeria)... Since they rely on advertising, terrorist risks are usually well identified by companies. They have yet the strongest difficulties to detect not punctual destructors but permanent predators of their employees, money, assets, brands and IP: criminal organizations. When terrorists seek publicity, mafias constantly try and convince the civil society, media, politicians and of course companies that they do not even exist. The darkest shadow is indeed essential to their activities.

The business model of organized crime is dual. It first relies on traffics: drugs, human beings, arts, protected animals, ivory… These first activities are not exotic but extremely dangerous for legal business, essentially because of the need of organized crime to hide the origin of its criminal benefits through constant and massive money laundering. According to IMF, from 800 to 2 000 billion USD (2 to 5% of the world GDP) are laundered each year through the legal financial system, which generates massive reputational and judicial risks for the banks convicted of accomplicty of money laundering, as illustrated by the recent prosecution of JP Morgan and Bank of America in the US.

Organized crime does not only use companies to develop its economic activities: it directly targets legal business too in order to create illicit value. Controlling extensive territories in dozens of countries, mafias systematically apply a strong predation on companies, in order to steel them billions USD each year, using fraud, theft, extortion, kidnapping, piracy, and of course cybercrime.

But considering mafias as pure external predators of legal business is irresponsible. First because organized crime and legal business often cooperate. Counterfeiting represents from 5 to 7% of the world trade. Are mafias able to design, product, transport and sale such a volume and diversity of products? Counterfeiting relies on a horizontal integration of legal but fraudulent companies which have the know-how and the production capabilities to deliver so many fake products, and criminal organizations which have the know-how to let those products enter their markets and retail them on it, bypassing and/or corrupting customs for centuries…

The crisis has even given a much stronger dimension to organized crime. Starving of cash and facing difficulties to get loans from banks, more and more companies (essentially SMEs) welcome billions of cash laundered in the legal economy by mafias: with 63 billion USD invested in the Italian economy in 2012, the Italian mafias have represented the first private investor of the country, at least for this single year... What about Russia, Mexico, Bulgaria, Romania, Israel, US, Spain or Japan, which do not issue any official figures and even measure the criminal penetration of their economies and companies?

Terrorism generates evident risks. Organized crime generates hidden risks, which are certainly more dangerous for companies since they are usually reluctant to admit their single existence. ◆

Bertrand Monnet is a professor at EDHEC Business School.

THE CRYPTOCURRENCY CLASH

BITCOIN VS LITECOIN

IN THIS CORNER... BITCOIN,
THE WORLD'S BEST-KNOWN, DECENTRALISED,
PEER-TO-PEER, ELECTRONIC PAYMENT SYSTEM. AND IN
THIS CORNER, THE LOW-PRICE CHALLENGER, LITECOIN – THE SECOND-
LARGEST CRYPTOCURRENCY AMONG HUNDREDS OF HOPEFULS.

BITCOIN	LITECOIN
LAUNCHED IN **2008**	LAUNCHED IN **2011**
10 MINUTES AVERAGE BLOCK RATE	**2,5** MINUTES AVERAGE BLOCK RATE
336* EUROS *AS OF 25 APRIL 2014	**7.40*** EUROS *AS OF 25 APRIL 2014
21 MILLION COINS SCHEDULED TO BE MINED	**84 MILLION** COINS SCHEDULED TO BE MINED
100 TERAHASHES /SECOND	**100** GIGAHASHES /SECOND
63,000 COMPUTERS IN THE BITCOIN NETWORK	**36,600** COMPUTERS IN THE LITECOIN NETWORK

"LITECOIN IS THE SILVER TO BITCOIN'S GOLD. IT HAS TAKEN 2ND PLACE IN DIGITAL CURRENCY BECAUSE IT WAS CREATED EARLY AND IT WAS FAIR."
CHARLES LEE, CREATOR OF LITECOIN

FACEBOOK WILL GO THE WAY OF ALL PLAGUES

IF YOU'VE BEEN HATING ON FACEBOOK, TWO PRINCETON RESEARCHERS HAVE SOME GOOD NEWS FOR YOU. THEY USED AN EPIDEMIOLOGICAL MODEL TO DEMONSTRATE THAT FACEBOOK WILL WITHER AND DIE – BY 2017.

TEXT **RANDALL KORAL**
IMAGE **LE TONE**

Facebook has always worried us. We worried (at 3:30 in the morning) why our ex looked so happy in that new profile pic. We worried why nobody "liked" our pics from the SoyCerveza beer festival in Cancun. We worried whether anyone from work saw and downloaded those SoyCerveza pics before we went back and deleted them. And Facebook has always been a special kind of hell for worry-prone parents, who worry, hypothetically, why their daughter has 873 Facebook "friends" when she has lived in only one city and has been on the planet for a mere 16 years. But even with this constant worrying going on, we never assumed Facebook was anywhere near as bad as bubonic plague. While Facebook's autoplaying video feature may be a nuisance, bubonic plague slaughtered half of Europe's population in the 14th century. Yet, for the purposes of a recent study, two Princeton University researchers went ahead and compared Facebook to bubonic plague and some other epidemics, and guess what? Their findings show that Facebook will run its course and will die out by 2017. We're not completely convinced, but the Mr Schadenfreude that lives inside us just clicked "Like". ◆

The last decade has seen the rise of immense online social networks (OSNs) such as MySpace and Facebook. In this paper we use epidemiological models to explain user adoption and abandonment of OSNs, where adoption is analogous to infection and abandonment is analogous to recovery. We modify the traditional SIR model of disease spread by incorporating infectious recovery dynamics such that contact between a recovered and infected member of the population is required for recovery. The proposed infectious recovery SIR model (irSIR model) is validated using publicly available Google search query data for "MySpace" as a case study of an OSN that has exhibited both adoption and abandonment phases. The irSIR model is then applied to search query data for "Facebook," which is just beginning to show the onset of an abandonment phase. Extrapolating the best fit model into the future predicts a rapid decline in Facebook activity in the next few years.

– Epidemiological Modeling of Online Social Network Dynamics, *released in January 2014 by John Cannarella and Joshua A. Spechler of Princeton University*

VOX, MOBILEME, FRIENDSTER, BEBO, DIGG, MYSPACE, YAHOO! BUZZ...
ALL WERE ONCE THE PICTURE OF HEALTH IN THEIR DAY.

SMALLER, BETTER, FASTER, NICER

SAY ***ADIEU*** TO ALL THAT BAD ATTITUDE ONCE RIFE IN THE FRENCH BUSINESS WORLD. AND SAY HELLO TO MICHEL ET AUGUSTIN, ONE OF A NEW BREED OF FRENCH COMPANIES PROVING THAT THE PATH TO SUCCESS LEADS THROUGH FRIENDLINESS.

TEXT **MARY B. ADAMS**
IMAGE **BANANERAIE STUDIO**

Facebook Quotes

"GREAT TIME AT THE BANANA PLANTATION IN LYON THIS EVENING! SUPER FRIENDLY CREW AND DELICIOUS PRODUCTS."

- Emilie Martins

Facebook Quotes

"WHAT A DELIGHT TO DISCOVER YOUR PRODUCTS...THE PACKAGING REFLECTS THE TASTES OF A NEW ERA, EVOLVED, MODERN, AND ALL SMILES, JUST THE WAY I LIKE IT!"

- Sebastien Lambert

French business partners Michel de Rovira et Augustin Paluel-Marmont are preparing to celebrate 10 years of their premium food label, Michel et Augustin. Their venture was born out of frustration by what they observed as a lack of tasty, wholesome products that had friendly, authentic stories to tell. When the two childhood friends looked around at the ingredients lists on supermarket shelves they found them incomprehensible beyond the first or second lines. And why did so few of these brands tell a story people could actually relate to? Bonne Maman, Häagen-Daz and Nova, for example, were "fictitious images, so it was impossible to connect to them in any human way," explains Charlotte Cochaud, Michel et Augustin's head of communications.

Determined to construct a real adventure that would draw people in, in 2004 Michel and Augustin started baking shortbread cookies in the kitchen of Augustin's apartment in Paris. Drawing inspiration from US-based ice cream brand Ben & Jerry's, M&A created fun packaging that incorporates offbeat humor, strong personalities and informal language. Before long their premium product line had expanded to include yogurts, snacks, desserts and drinks. Today they are a 25 million euro company with more than 7000 points of sale in France alone, and a presence in more than 10 countries across Europe, Asia and the Middle East.

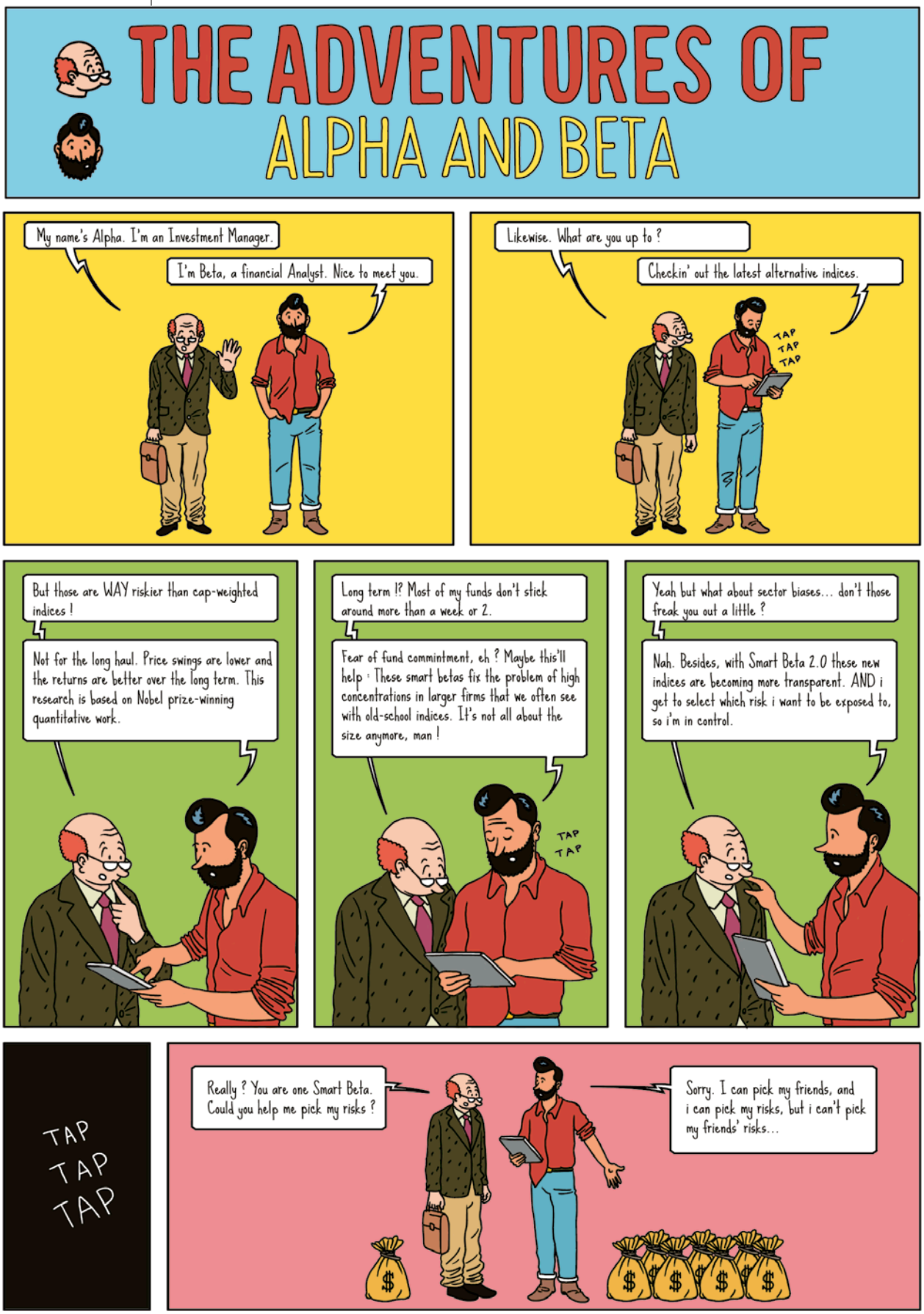
The company considers its success a validation of its personalised, friendly approach. Michel et Augustin supports an ongoing dialog with customers, who are invited to "come build and live the adventure" with M&A. The company makes it easy for people to do so by providing email, web, phone, physical address and social media contacts on all product labels. The headquarters, dubbed *La Bananerie* (the banana plantation), is a hub for tastings, contests, cooking classes, workshops, and open-house events for the public. "There is constantly something happening, and people are always welcome to drop in anytime, whether to have a chat or apply for a job," notes Charlotte Cochaud.

Consumers are indeed a key part of the innovation that is central to Michel et Augustin's business strategy. "We depend on them a great deal to help us create and test new products, to come up with new ideas for our packaging," Cochaud says. The company regularly organises street events to solicit feedback, while Facebook and other social media allow customers to share in the day-to-day activities in a spontaneous way.

M&A understand the importance of storytelling in cultivating relationships with consumers. Their Facebook and Twitter feeds are flourishing with tens of thousands of postings from enthusiastic fans and followers. Marie-Astrid Agasse, a Facebook fan, wrote: "A company that brings happiness to us Frenchies, you have done it — and God knows how tough a mission this may have seemed at first, considering our arrogant and grouchy character. Bravo, thank you!" Statistics show that some 70% of all questions asked on social media to large brands go unanswered. This is not the case at Michel et Augustin, a brand that makes a point of responding to each message as a friend might do.

Could Michel et Augustin be the flagbearers for a kinder, friendlier French business model? Has the competition taken note? "We haven't started any kind of trend," declares Charlotte Cochaud with perhaps a bit of unnecessary modesty. "We are just living out our adventure. We aren't really paying attention to what the competition is doing. This is naturally who we are."

Michel et Augustin are about to roll out operations in New York and aim to increase exports from 10% to 25% of total revenues, which they expect to top 100 million euros within five years. ◆


THE ADVENTURES OF
ALPHA AND BETA
My name's Alpha. I'm an Investment Manager.
I'm Beta, a financial Analyst. Nice to meet you.
Likewise. What are you up to ?
Checkin' out the latest alternative indices.
TAP TAP TAP
But those are WAY riskier than cap-weighted indices !
Not for the long haul. Price swings are lower and the returns are better over the long term. This research is based on Nobel prize-winning quantitative work.
Long term !? Most of my funds don't stick around more than a week or 2.
Fear of fund commintment, eh ? Maybe this'll help : These smart betas fix the problem of high concentrations in larger firms that we often see with old-school indices. It's not all about the size anymore, man !
TAP TAP
Yeah but what about sector biases... don't those freak you out a little ?
Nah. Besides, with Smart Beta 2.0 these new indices are becoming more transparent. AND i get to select which risk i want to be exposed to, so i'm in control.
TAP TAP TAP
Really ? You are one Smart Beta. Could you help me pick my risks ?
Sorry. I can pick my friends, and i can pick my risks, but i can't pick my friends' risks...

European ETF Survey Says: "smart beta" is on the Rise

OTHERWAYS

"THERE IS NO EASY

SUCCESS

NOR ANY

DEFINITIVE FAILURE."

— MARCEL PROUST

WISE MOVE

EMPLOYEE DIVERSITY DOESN'T MERELY MAKE A BUSINESS LOOK GOOD – IT'S GOOD FOR BUSINESS. **OTHERWISE** TAKES A CLOSER LOOK AT HOW SANOFI-PASTEUR HAS MADE DIVERSITY INITIATIVES A CENTRAL PART OF ITS BUSINESS STRATEGY.

TEXT **DREW SAMPSON** & **MARY B. ADAMS**

IMAGE **ROMUALDO FAURA**

In 2011 Céline Schillinger set out to shake up what she saw as a homogeneous leadership landscape at Sanofi Pasteur, the global healthcare company where she serves as Senior Director, Stakeholder Engagement. In an email to the company's CEO, she explained why gender balance was good for business and expressed her concern that Sanofi had too few women in positions of power. Soon after, she implemented Women in Sanofi Pasteur (WiSP), a grassroots movement to increase staff awareness of the importance of gender balance to drive performance. The result? Representation of women in senior leadership roles – some highly visible – has risen from 20% to 36%.

Today WiSP is the largest network across Sanofi, with 2500 men and women members in 55 countries. WiSP's success is due to its ability to connect workers across various levels, departments and geographic areas via an informal, transparent internal social network. "It is all about connectivity, and that will make a better workplace, improve branding, and further business," Céline Schillinger points out. She also stresses the importance of including men in the gender discussion: "We have an active men's subgroup. Men also care about equality and are fed up with a system that expects certain behaviors" from them.

In the United States a group of women took the initiative to form Women Inspiring Sanofi Excellence (WISE). WISE has become the "catalyst for leadership development for Sanofi women", says Lara Jones, Senior Manager, Diversity and Inclusion. Now over 1,200 members strong, WISE has led to enhanced recruiting effectiveness, strengthening Sanofi's talent pool. "We believe that the investment in women throughout Sanofi is critical," Jones adds, pointing to the significant role women play in healthcare decisions, for themselves and for their families.

Awareness and improved understanding of different cultures and the barriers they face has also become part of Sanofi-Pasteur's business culture. The Alliance for Diversification, Inclusion, and Enrichment (ADVANCE) facilitates "solutions-oriented dialogues around important topics such as healthcare disparities" and encourages Sanofi employees to become active participants in their careers while providing guidance on how to do so.

Diversity on the supplier side is also "a business imperative" for Sanofi. The company seeks out suppliers reflective of its customers, patients, workforce, and marketplace. Mutually profitable business relationships with minority-owned, woman-owned, and veteran-owned businesses, for example, reinforce key relationships with external stakeholders.

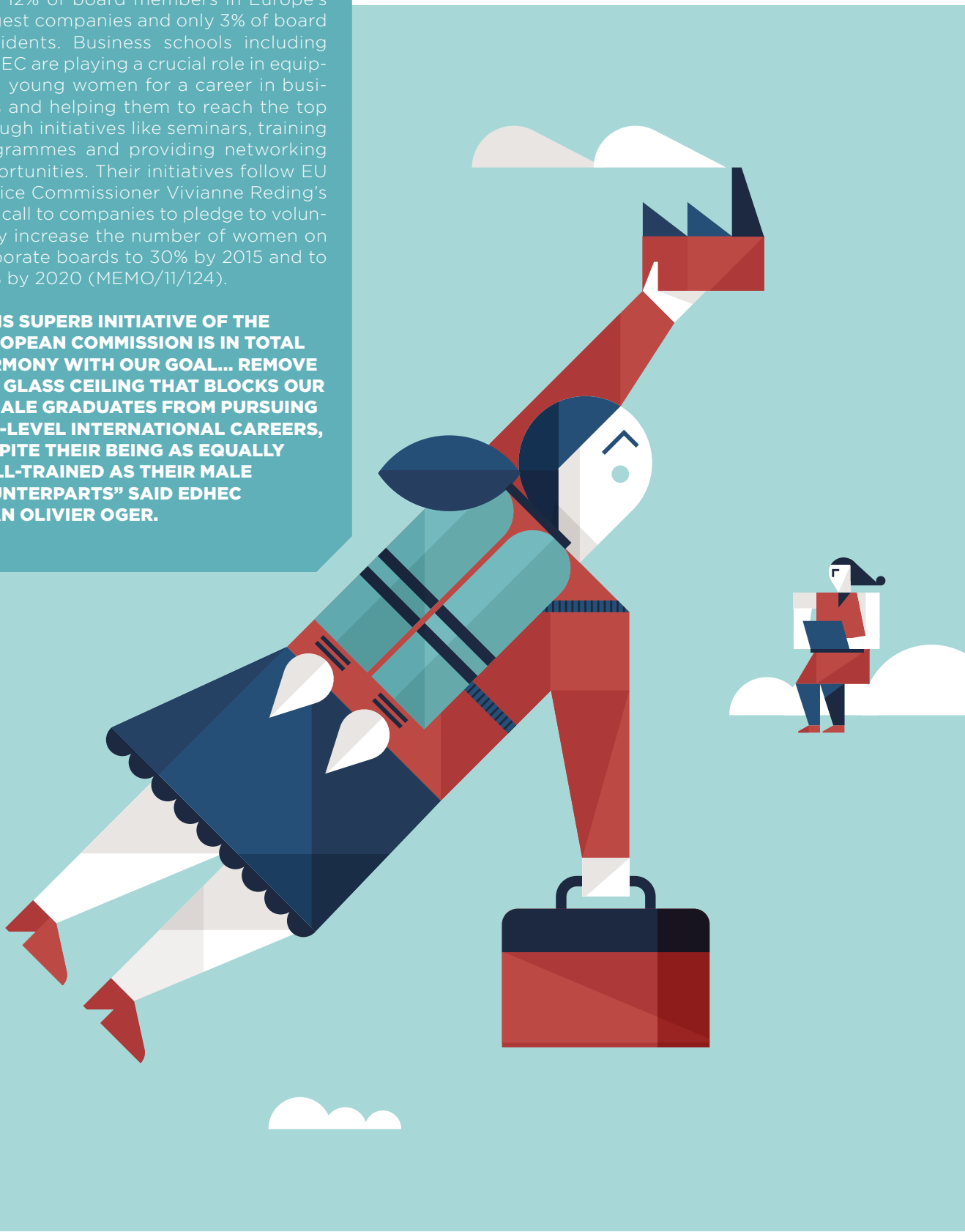
Sanofi recognises that opportunities for further progress still remain. According to Lara Jones, the company hopes to one day reach a point where "inclusion is felt throughout the organisation, and where we truly leverage the innovation and creativity that comes with bringing together diverse teams."

Nonetheless, Sanofi Pasteur's diversity policies have made a positive impact on the company's brand recognition and reputation worldwide. The WISE Mentoring Program was featured as a best practice at the 2011 Global Women's Forum in Deauville, France, and received an award from the Healthcare Businesswomen's Association in 2010. In 2013, the WiSP Network was awarded the Gold Trophy - APEC Equality Award. ◆

BUSINESS SCHOOLS CRUCIAL TO GETTING MORE WOMEN INTO TOP JOBS

Despite around 60% of university graduates being women, they still represent only 12% of board members in Europe's biggest companies and only 3% of board presidents. Business schools including EDHEC are playing a crucial role in equipping young women for a career in business and helping them to reach the top through initiatives like seminars, training programmes and providing networking opportunities. Their initiatives follow EU Justice Commissioner Vivianne Reding's 2011 call to companies to pledge to voluntarily increase the number of women on corporate boards to 30% by 2015 and to 40% by 2020 (MEMO/11/124).

"THIS SUPERB INITIATIVE OF THE EUROPEAN COMMISSION IS IN TOTAL HARMONY WITH OUR GOAL... REMOVE THE GLASS CEILING THAT BLOCKS OUR FEMALE GRADUATES FROM PURSUING TOP-LEVEL INTERNATIONAL CAREERS, DESPITE THEIR BEING AS EQUALLY WELL-TRAINED AS THEIR MALE COUNTERPARTS" SAID EDHEC DEAN OLIVIER OGER.



“LESSONS LEARNED”

OLIVIER OGER

ECONOMIST OLIVIER OGER, DIRECTOR OF EDHEC BUSINESS SCHOOL SINCE 1988, HAS WATCHED A LOT OF STUDENTS COME AND GO OVER THE YEARS. IN THIS INTERVIEW HE TALKS ABOUT WHY HE’S OPTIMISTIC ABOUT THE POST-2008 GENERATION, AND WHY THEY’LL LEARN MORE FROM FAILURE THAN FROM SUCCESS.

INTERVIEW **RANDALL KORAL**
IMAGES **A. BELVAL, O. REMUALDO, H. THOUROUDE**

Q Randall Koral — First, a question about this magazine, OTHERWISE. Why did you want to publish a business magazine instead of a magazine devoted to alumni or to EDHEC itself, the way another business school might be tempted to do?

A OLIVIER OGER — The choice for us is linked to EDHEC’s overall strategy. We want to be a school that takes a position, that speaks out. So our magazine should speak out, too. EDHEC is not only about the alumni, the people who once studied here, and neither is OTHERWISE. Our audience extends beyond our campuses.

Q You mentioned strategy. Two words come up frequently: one of them is leadership and the other is disruptive. What do these two terms have to do with EDHEC’s strategy?

A For the past decade or so we have developed a strategy that is disruptive, that positions us beyond the world of traditional economics and education. In other business schools, a professor’s research is considered to be the final product. A professor’s real work is to produce research that has some kind of useful impact, that can enable Renault or Total or General Electric to improve revenues or profits, to boost company morale or whatever. If we intend to be different we have to be disruptive. We have to go against the universal model that is all around us. We have to dare to say things.

It might shock you if I tell you this, but I have observed, with the rise of the Internet and social media, that the world is becoming increasingly conservative. The mere fact of exchanging so much data so quickly has a tendency to reinforce different types of conservatism. So as an educational institution we have to be a bit more disruptive. For example, I happen to be convinced that “success stories” can never be repeated. If our teaching method is confined to success stories we end up pigeonholing students and channelling them into the mainstream. We have to teach them about failure. There is a lot more to be learned from failure than from success. With success there’s often a mystery factor we’re unable to properly evaluate – the very factor that led to the success.

Next, we have leadership. If we look at the classic leadership textbooks, they give us a definition of an ideal man or woman, a person with charisma, with a clear vision…

BIOGRAPHY

Olivier Oger has been Dean of EDHEC Business School since 1988 and is the driving force behind its exceptional development. From 350 students, the school now has 6000 students, not to mention the 10,000 managers who annually take advantage of EDHEC Executive Education courses offered worldwide. Under his leadership, EDHEC has opened campuses in Nice, Paris, London and Singapore. In 2003, EDHEC was among the first schools to be awarded three international accreditations, by the AACSB, EQUIS and AMBA.

Olivier Oger has introduced an innovative strategy to drive the school's visionary ambition, namely, to impact on business and earn recognition for the relevance of its academic programmes and research both for business and, more generally, for society.

Olivier Oger is also involved in business school development at the international level. He was a member of the EQUIS Accreditation Committee for seven years, and conducted more than 30 EQUIS audits in the world's top universities. Today, he is a member of the Commission for the Evaluation of Management Courses and Degrees (known as the Bournois Commission), in France.

What we think at EDHEC is that, sometimes, managers can be awful – egocentric, ruthless, tough, insensitive, unable to reach a decision, incapable of making the right decisions. We take all these factors into account, and that's part of our disruptive approach. If we didn't, we would be training people to be neutral, and the world doesn't need neutral people. The world needs people who create, innovate, question, who challenge themselves.

> THE WORLD DOESN'T NEED NEUTRAL PEOPLE. THE WORLD NEEDS PEOPLE WHO CREATE, INNOVATE, QUESTION, WHO CHALLENGE THEMSELVES.

Q What can you tell us about EDHEC students?

A You might want to ask our professors who work with them on a daily basis, but I've watched a few generations of students come through here, and I notice two major tendencies today. These tendencies are relatively strong and sometimes in opposition to each other. Young people today are looking for happiness – happiness that lies in authenticity. And they're willing to fight for it. Fifteen or 20 years ago they were fighting for money and for power. Today they fight to be useful, to do something that makes sense, that has real value. I think that's a real change. At the same time, the second tendency I observe is that critical thinking, the capacity for debating, seems weaker or much less visible than it was in the case of past generations of students. I remember, 15 or 20 years ago, the endless debates with students on topics that weren't especially important but were, for those students, crucial points of discussion. It was important for them to confront authority, to debate, to speak out, to defend their positions. Today I see a bit less of this. So on one hand we have students who are less defined by money or who at least don't have any illusions about it – who seem to accept they'll have less of it than the previous generation had – and happiness and other values seem important to them. On the other hand, I see them as being less critical. And that's where I come back to social media, which have a tendency to homogenise. Maybe they allow a certain freedom of expression, but I find there are even more stereotypes floating around and less debate.

Q Although some upper-division courses are taught in English and the EDHEC has campuses in London and Singapore, would you say the school takes a French approach to education?

A That's an interesting question. We see ourselves as a European institution that recruits students from around the world. When we say "European", we mean that the style of our teaching and of life on our campuses could be considered European. Students who come to us from, say, Asia may choose EDHEC for a variety of reasons but they aren't choosing a particular nationality. They're choosing Europe. From our end, our campuses continue to evolve, year after year, in terms of the curricula, the various services we offer, the way we communicate…and we're becoming more international. That's our approach, to become gradually more international.

Today we have a clash of cultures because the French educational system isn't the same as the Chinese, Japanese or German systems. When I say we have a culture clash I mean we're in the process of transitioning from a French school to a European school to a school that's more international, and our French roots have come into contact with other concepts and other values. For example, in France we're accustomed to very competitive selection when entering into a course of study but once you're in, you're in. In other systems it can be easier to get into a school than it is in France, but then you have to prove yourself every day. What this means is that, at EDHEC, we see foreign students in our classes eager to work, to learn, to accrue the maximum amount of knowledge from each professor, while the French students sit there thinking, "Right, I got the gist of it, I know where the professor is going with this, I'll pass the exam, my mind can be elsewhere." I'm generalising, of course, but let's just say that, while our vision is to become increasingly international, the cultural transition is still in progress. It is going quickly

at the international campuses – London and Singapore – and in Paris. The transition is also proceeding along in Nice, where about 50% of the students are from abroad. In Lille, foreign students are still in the minority compared to French students, so the culture remains more French, but overall, we can say EDHEC is no longer simply French and has taken its place among the major European institutions of higher learning.

Q Do you have plans to expand to other countries, to open more campuses?

A No, today we don't have plans to open any new sites. We do have plans to develop what we already have in London and Singapore, and we have plans to continue the internationalisation of our campuses in France. And we're planning to multiply the impact of our brand out in the world, with a network of representatives in a number of countries by 2020. This year we started an experimental program in Mumbai, where a former EDHEC student is our ambassador-in-residence. The idea is to help EDHEC recruit students from India. It's a relay point for students but also for companies in India to find out what EDHEC has to offer. Our idea is to have 10 or so outposts like this over the next five years in some of the world's major cities.

Q Since the global financial crisis of 2008, a lot of people have a low opinion of banks, finance, stock markets – just about anything to do with old ways of doing business. At the same time we see a lot of new companies coming along, singing a new tune, and quietly rewriting the rules for business in their favour. Anything you want to say about this?

A Absolutely. Since 2008, when subprime lending in the United States first alerted us to the global financial crisis, EDHEC has vigorously reinforced the teaching of governance and financial regulation. Because in this new world where global companies play hide-and-seek, the respect for rules, for ethics and for equity is crucial. If these new markets are to develop along with these new activities, all the various stakeholders have to be able to trust each other. The elements of regulation have to be in place so that the unscrupulous and untrustworthy may be penalised and sent off the playing field.

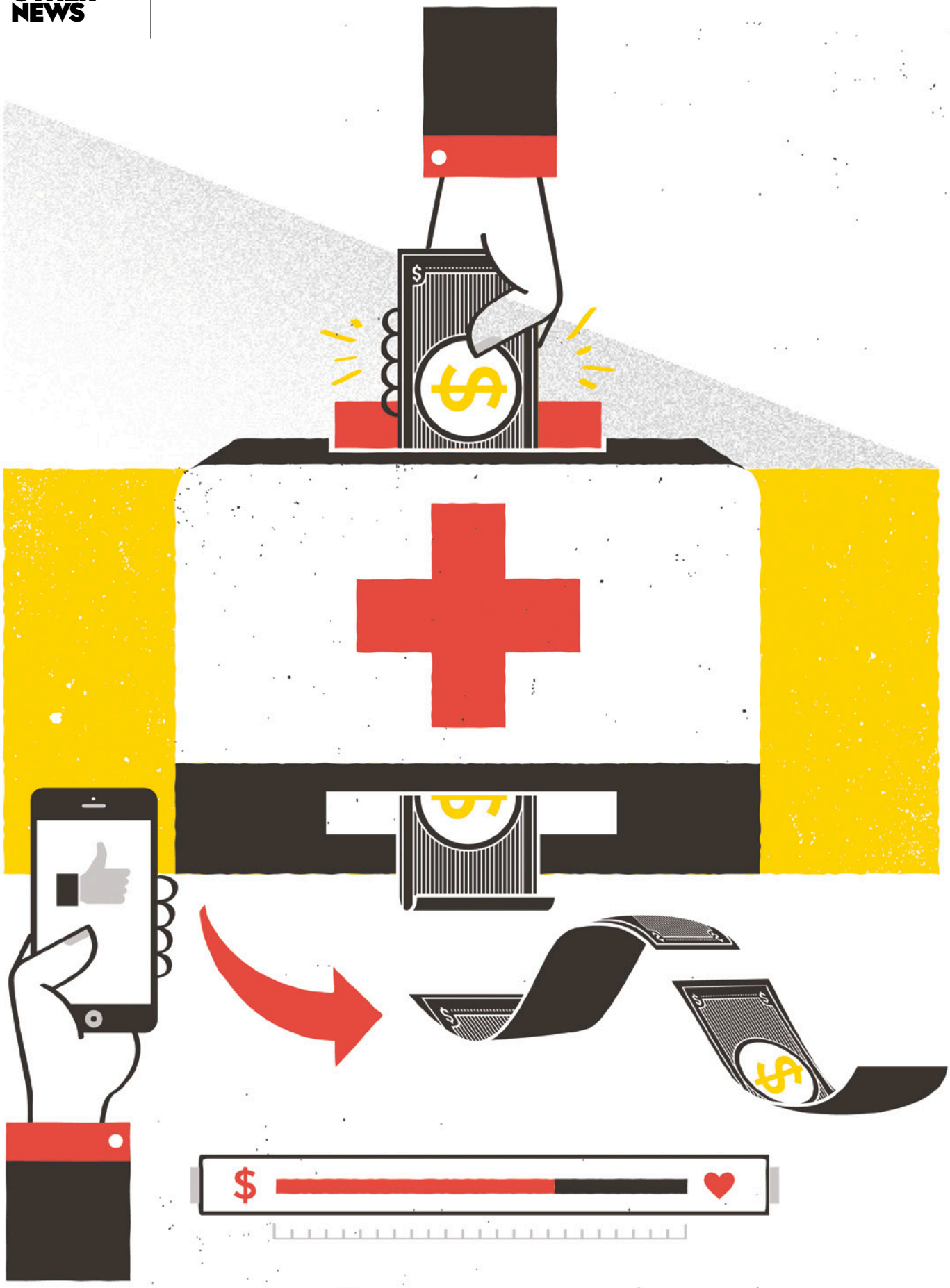
The global financial crisis began with a breach of trust. The banks stopped trusting one another. No bank would lend to any other bank. EDHEC has interpreted all this as a need to reinforce everything that has to do with governance and proper conduct.

We are a business school and, moreover, we specialise in finance. Which means, in the minds of some people, that we're responsible for all the evil in the world. I was interviewed very often when the 2008 crisis was starting. What I observed was that there were people who disobeyed rules of governance, such as happened in the Kerviel scandal in France, but there were also many excesses and abuses that played out according to a mathematical model. The banks had hired an enormous army of mathematicians and engineers, and they just ignored or forgot about economic science. At EDHEC we have always insisted that all students have a very strong background in economics before going into finance. They are supposed to practice finance that serves the economy, and not finance that is purely mathematical, where models are "optimised' and the real world is forgotten. That has always been my position, and that's why since the global financial crisis began, EDHEC has been one of the only academic institutions to speak out. In 2008 there were a lot of business schools that refused to comment on what was happening, but we have always spoken out, to try to understand and help others understand what was happening.

Q So what would you say, today, to students who want EDHEC to help them "get rich quick", who just want to learn the shortest path to the highest stack?

A We'd try to convince them they have a long way to go in their ability to reason correctly. Or we'd tell them to consider another school. But we don't see a lot of students like that. There are fewer than you'd think. Among those looking to specialise in finance, you have two types of students. You have those who are looking to develop financial expertise because they think it will be a useful skill in whatever career they choose. And then you have those who are passionately interested in finance, because it can be very intellectually satisfying to master a discipline. I'm not saying some students don't come here hoping to make money, but I've been at EDHEC a long time, and the kind of students I used to see – those who were ready to do whatever it would take to make a lot of money – are long gone. ◆

EDHEC
BUSINESS SCHOOL
EDHEC
BUSINESS SCHOOL



THE HUMANITARIAN ORGANIZATION AS A CONTEMPORARY BUSINESS MODEL

HUMANITARIANISM IS A MULTI-BILLION EURO ENTERPRISE. HERE'S HOW NGOS AND OTHER AID AGENCIES ARE USING NEW TECHNOLOGIES TO "STAY IN BUSINESS."

TEXT **MAY AKABOGU-COLLINS**
IMAGES **GUILHERME HENRIQUE**

NGOs distinguish themselves from other types of organisations in that they generally have a charitable or philanthropic purpose and are not motivated by commercial objectives. Yet they have costs and challenges similar to private firms. In the wake of the global financial crisis, they are being forced to rely more heavily on the private sector and individuals to provide funding. Individual donors are also becoming more selective about the types of organisations they wish to support and how they support them. Local initiatives and sustainability are becoming more attractive to donors.

NGOs are adopting more entrepreneurial approaches to fundraising. New online crowdfunding platforms (CFPs) are proving to be highly efficient. In 2011, more than 650,000 different crowdfunding campaigns were launched in Europe and the US. It is estimated that the amount of funds raised by NGOs via crowdfunding in 2012 was €740 million.

One local NGO managed to receive substantial backing from faraway funders via an online CFP. In late March 2012, after several failed attempts to raise the needed £792,000 for a community center in Glyncoch, Wales, the town turned to the crowdfunding website Spacehive.com. Thanks to this site (and to an appeal by comedian Stephen Fry to his 4 million Twitter followers), Glyncoch obtained the final £39,000 from people and businesses outside the community.

Sixteen-year-old Yasmine Lavoine used the popular crowdfunding site Indiegogo.com to raise funds to build an orphanage for the 2014 Ghana Humanitarian Project. Within a few weeks she reached 130% of her fundraising goal. Her success was due in part to sharing photos and background information about the project online, allowing potential donors to see exactly where the orphanage would be built as well as to understand Yasmine's motivations.

CFPs also make it possible for potential donors and project founders to communicate directly via interactive messaging, improving donor-fundraiser relations. They also help generate greater public awareness and encourage collaboration. One CFP, OpenIDEO.com, has developed a forum to help NGOs solicit ideas from the public.

Aid organizations are benefiting from mainstream social media platforms to generate awareness and funds. The United Nations partnered with entertainers and corporations for World Humanitarian Day in 2013 to launch a social media fundraising campaign to "turn words into currency." Corporate sponsors donated $1 for each tweet or retweet that included the campaign hashtags. More than 2.6 million people participated. One afternoon in March 2014, the #nomakeupselfie campaign spontaneously erupted, resulting in more than $1.6 million for cancer charities, an example cited by the BBC.

Facebook has proved an efficient, low-cost method to fund a 2-million-naira (€9000) pipe-borne water project in the remote village of Otolo Nnewi, Nigeria. According to Ann Nwanna, the founder of the Lagos-based NGO, Anyuko Mmamiri Onu, "I got frustrated with the costly process of applying to international NGOs, but I was determined to bring pipe-borne water to my hometown. So I went on Facebook and tracked down my former high school mates and some childhood friends...some of whom are now in lucrative careers." Since that time, Ms Nwanna has been raising funds for small, village projects.

On the other hand, social media interactions do not always convert to financial results. A recent study of the Save Darfur Cause on Facebook found social media support to be often "wafer-thin - with little concrete support, in terms of money or action, in the offline world," the BBC reported. UNICEF scolded "armchair activists" with its 2013 campaign that read, "Likes don't save children's lives. We need money to buy vaccines." The *Atlantic Monthly* noted social media "raises interesting questions about how charity organisations should spread their messages online without letting their potential donors get stuck in slacktivist land..."

New technologies are also helping NGOs to restructure and cut overhead. Last October, Oxfam announced 125 job cuts and plans to close UK offices outside its Oxford headquarters. CEO Mark Goldring commented, "Advances in technology mean we no longer need as much support in the head office. Instead our resources will be focused in the regions where we carry out the majority of our work." Child welfare NGO AfriKids is closing the doors on its UK operations by 2018, a bold move that is part of an exit strategy to allow Afrikids to focus on its core activities in local, sustainable projects in Ghana. ◆

UNICEF SCOLDED "ARMCHAIR ACTIVISTS" WITH ITS 2013 CAMPAIGN THAT READ, **"LIKES DON'T SAVE CHILDREN'S LIVES. WE NEED MONEY TO BUY VACCINES."**

BIG DATA ARCHITECT

AT THE BEGINNING OF THE YEAR, LINKEDIN PUBLISHED AN INFOGRAPHIC FEATURING THE 10 HOTTEST JOB TITLES THAT BARELY EXISTED FIVE YEARS AGO. WE KEEP HEARING ABOUT BIG DATA, SO IT WAS NO SURPRISE TO SEE THAT BIG DATA ARCHITECT MADE THE LIST. BUT WHAT DOES A BIG DATA ARCHITECT ACTUALLY DO? USING LINKEDIN, WE COMBED THROUGH JOB DESCRIPTIONS AND SPOKE TO BIG DATA ARCHITECT PAULINDA PANGALDAN TO HELP US GET OUR HEADS AROUND IT. HERE'S WHAT WE FOUND.

TEXT **MARY B. ADAMS**

With each passing minute, facial recognition technology, GPS tracking, tweets, blogs and other user-generated content generate staggering amounts of data on the Internet. Ninety per cent of the world's data has been created in just the past two years, and experts are anticipating 60% to 80% growth this year. Not only is the sheer volume of data overwhelming, but as most of this data is not neatly sorted into columns and rows on spreadsheets, it's messy, too.

When properly deciphered, however, big data can provide valuable insight to companies wanting to do things like boost sales, cut costs, tap into new markets or achieve other business goals. More and more companies are recognising big data's potential in providing such business intelligence, and they are turning to Big Data Architects to help make sense of it all.

> IN THE BIG DATA WORLD, AN ARCHITECT IS NOT ONLY SOMEONE WHO CAN DO THE TECHNICAL WORK, BUT THE COMMUNICATIONS SIDE, TOO." – PAULINDA PANGALDAN, BIG DATA ARCHITECT

Big Data Architects implement complex technology projects. Working with clients, they handle data integration, management and analysis to provide solutions to clients wanting to make sense of their big data assets. The job often starts with helping clients define their vision and understand what resources are required to work toward that vision. According to Paulinda Pangaldan, who handles Big Data architecture design and implementation at IBM, this isn't always easy. Often the clients may have a wish list, for example, but they won't have the specifics on how to obtain it. "Even if they can define the end goal, the clients may not know the parameters or where they stand data-wise," she explains. "It's like a solution looking for a problem."

Paulinda Pangaldan started as a developer for SAS then evolved into the role of Big Data Architect four years ago. Her experience dealing with databases and data warehousing helped prepare her for her current role. Technology is central to the gig, and deep technical skills in analytics are required to be able to do things like integrate multiple technologies across disparate systems and provide technology-based solutions to meet client challenges. Communications and people skills are also necessary for interacting with clients and across different internal teams and business units.

In terms of a typical workday, Paulinda Pangaldan spends about half of her time doing the technical work which includes proving various concepts and technologies. About 25% of her day is spent in client meetings, on calls or emails answering pre-sale or post-sale queries and providing sales support and technical support. The remaining 25% of her time is devoted to learning new technologies and best practices. ◆

A SAMPLING OF DUTIES AND SKILLS FROM BIG DATA ARCHITECT JOB POSTINGS

- ABILITY TO ARCHITECT SCALABLE INFRASTRUCTURE AND PLATFORM TO COLLECT AND PROCESS VERY LARGE AMOUNT OF STRUCTURED AND UNSTRUCTURED DATA
- PROVEN ABILITY TO WORK WITH ALL LEVELS WITHIN THE IT AND BUSINESS ORGANIZATION
- WELL VERSED IN THE FOLLOWING DATA DOMAINS: MASTER DATA, OPERATIONAL DATA, ANALYTICAL DATA, UNSTRUCTURED DATA, AND METADATA
- BROAD UNDERSTANDING AND USE OF REAL-TIME ANALYTICS, DATA MODELING, MANAGEMENT AND ANALYTICAL TOOLS
- DRIVE ENTERPRISE BEST PRACTICES, PRINCIPLES AND STANDARDS
- EXPERIENCE WITH A RANGE OF BIG DATA ARCHITECTURES, INCLUDING HADOOP OR OTHER BIG DATA FRAMEWORKS IS PLUS.

"It is exactly the same process
as creating a perfume.
But you must be able to drink it."

- Sylvain Orebi, ***President of Kusmi Tea***

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TURNAROUND BEGINS WITH A TEA

TEXT **MARY B. ADAMS**
IMAGES **KUSMI TEA**

Nearly 150 years after a Russian named Kousmichoff sold his first blends in St. Petersburg, Paris-based Kusmi Tea still has a few surprises up its leaves.

MILESTONES

BORN IN RUSSIA, KUSMI TEA IS NOW FLOURISHING IN FRANCE AND WORLDWIDE. HERE ARE A FEW DATES FROM ITS RICH HISTORY...

1867

The first P. M. Kousmichoff teahouse opens in St.Petersburg.

1901

With 11 teahouses, P. M. Kousmichoff is one of the three largest tea companies in Russia.

1907

Pavel's son Viatcheslav opens a British subsidiary, P.M. Kousmichoff & Sons, in London.

1917

The Maison Kusmi-Thé workshop opens in Paris.

2003

The Orebi family takes over Kusmi Tea and begins rebuilding the brand.

IN

1867 a Russian named Pavel Michailovitch Kousmichoff started his tea dynasty in St. Petersburg. Purveyor of tea to the Tsars, his business quickly flourished, and teahouses spread across Russia. A London shop opened in 1907 and a workshop, the Maison Kusmi-Thé, in Paris in 1917. The interwar years were prosperous for the Kousmichoff family, but poor management brought them to the brink of bankruptcy in 1972. The brand was acquired in 2003 by a Frenchman called Sylvain Orebi who, as president of Kusmi Tea today, plays a hands-on role in the company's business strategy, brand image, and developing new blends of teas.

The re-launched Kusmi Tea has articulated the brand around its three key attributes: 140 years of history, distinctive design, and traditional tea blends such as Prince Vladimir (citrus fruit, vanilla and spices) and Anastasia (earl grey, lemon and orange blossom). Kusmi Tea's signature graphic identity was inspired by the original, pre-Bolshevik packaging. Teas are sold in multicoloured, baroque-style tins that capture the old-world charm and heritage of the brand in a modern and visually striking way. But a strong design concept wouldn't have worked if the product inside were nothing special, Orebi points out. "It's true that we have a really baroque packaging, a very beautiful, very colourful one," Orebi explains, "but it only works because the product inside is really, really good."

> "IT ONLY WORKS BECAUSE THE PRODUCT INSIDE IS **REALLY, REALLY GOOD.**"
>
> **Sylvain Orebi,** President of Kusmi Tea

Positioned at the top end of the market spectrum, Kusmi Teas appeal to connoisseurs and gourmet tea drinkers alike. Some 80% of its customers are women. Lady Gaga, Dennis Quaid, Angela Bassett and Neil Patrick Harris are said to be fans. Everyday tea drinkers are also an important customer segment for Kusmi Tea. With its modern packaging and distribution into large supermarket chains, Kusmi Tea hopes to gain more of the mainstream market share.

Kusmi Tea's flagship boutique at
71 Avenue des Champs-Élysées, Paris

Sweet Love, a subtle and spicy blend that combines black tea, liquorice root, guarana seed, pink peppercorn, and various spices

THERE ARE MORE THAN 70 DIFFERENT KUSMI TEA BLENDS ON THE MARKET TODAY AND THAT NUMBER IS GROWING.

Kusmi Tea positions itself as the only company still making the original Russian blends from the 19th century. In addition to these and classics like black Russian, Darjeeling, Assam and Ceylon, Kusmi offers unique blends such as Rose Green Tea, Be Cool (a blend of verbena, licorice root, and peppermint), and Boost (a blend of maté, green tea, cinnamon, ginger, and cardamom). There are more than 70 different Kusmi Tea blends on the market today and that number is growing. The company also sells organic teas under the Løv Organic brand, which has gained a strong following in Scandinavia, Germany and the United States.

"Creating a tea blend starts in my head and in my heart," Orebi declares. "I have to find what people are looking for and can't find on the shelves. After the concept is found, I need to list the ingredients that will bring it to life. Finally I have to blend all of those and find the right proportion of each tea or flavour. It is exactly the same process as creating a perfume. But you must be able to drink it."

Kusmi Tea boutique at 15 Marylebone High Street W1, London

One key to Kusmi Tea's success with new audiences: marketing tea as a beauty product rather than as a beverage. "It is a wellness product and does your body good," Orebi insists, "and people who drink tea are often the same as those who buy cosmetics. It was therefore easy to attract those consumers to our brand. It is a matter of perspective and demonstrates that a product can be sold either for what it is or, certainly better, for the dream it brings." As an example, Orebi points to BB Detox, a tea inspired by the popularity of BB (beauty balm) facial creams.

When it comes to marketing and communications, Kusmi Tea uses a variety of tools and initiatives to support its branding. While Sylvain Orebi values online communications when it comes to solid branding, he admits that a strong offline presence is also key: "The digital landscape is the best way to achieve that task quickly. But the digital world is no different from the real world. It obeys the same rules. It should therefore not be considered differently and is really part of a 360° development." A recent video ad campaign directed by Jeremy Charbit used stunning underwater choreography to promote the Prince Vladimir, Sweet Love and BB Detox blends.

Even – or perhaps especially – for an ages-old product like tea, the social web is essential to building the brand's reputation and for connecting with customers, Orebi maintains: "Social media for Kusmi is as important as a nice boutique or a flagship store. And we are good at both!" Kusmi Tea has a strong social media presence on platforms such as Facebook, Twitter and Pinterest, and diligently invites influential bloggers to launches and other events.

Kusmi Tea's business strategy also involves forming mutually beneficial partnerships. One example is the relationship it has built with trendy, New York-based Kiehl's cosmetics. Kiehl's were seeking a Russian beverage maker while "Kusmi was looking for a legitimate reason to address the world of beauty with an old and distinctive premium brand," Orebi says. The Imperial Label, launched in 2009, was exclusively available in Kiehl's and Kusmi Tea boutiques. This green tea blend is inspired by "Sbiten," a traditional hot beverage made of honey, spices and orange peel that dates from 12th-century Russia. Rich in antioxidants, the Imperial Label was an instant hit among beauty addicts and tea connoisseurs alike. The packaging was totally redesigned with new colours and launched worldwide in 2011. As for prospective partners, Orebi can't go into specifics but reveals that Kusmi Tea is in talks with one company and "if it comes to life it will definitely be very major."

"Social media for Kusmi is as important as a nice boutique or a flagship store. And we are good at both!"

> KUSMI TEA LOOKS FOR PLACES **WHERE NEITHER CUSTOMERS NOR THE COMPETITION EXPECT TO FIND THEM.**
>
> **Sylvain Orebi,** President of Kusmi Tea

Last January, Kusmi Tea launched its first ad campaign, *la beauté des mélanges*, with 3 videos using underwater dancers to depict "the beauty of blends" BB Detox, Sweet Love and Prince Vladimir

Café Kousmichoff at Kusmi Tea's flagship store, 71 Avenue des Champs-Élysées, Paris

As for its distribution channels, Kusmi Tea looks for places where neither customers nor the competition expect to find them. Customers have tended to end up pleasantly surprised, while competitors are simply... surprised.

Kusmi Tea has an online boutique as well as 47 shops and shop-in-shops across France and around the world. Its expansive flagship store on the Champs-Elysées in Paris "has seen turnover multiply by six in the last few years", according to a BBC report. In keeping with the brand's values, the boutique designed by Olivier Saguez features a bright and cosy atmosphere with warm colours, stylish leather chairs and chandeliers resembling Russian domes. Customers drink tea at the bar or relax in one of the plush seats overlooking the Champs-Elysées. Upstairs, the Café Kousmichoff offers tea, pastries, and classic French and Russian dishes.

Today international revenues account for 30% of Kusmi Tea's turnover, and the company has ambitious plans for international expansion. In addition to shops in London, Milan, Hanover, Berlin, Vienna, Montreal and several US outlets, it is positioned to start operations soon in Asia and South America.

Yet Kusmi Tea's president recognises that different markets have different needs, and he's prepared to be patient: "Right now Germany is our main objective, but the UK, Italy, Scandinavia and North America are also on the list. In the US consumers are used to low-quality and cheap teas. They do not understand what makes our product unique. Our challenge is to bring them to buy better teas and we know it will take time." In addition to the focus on international growth and on the goal of reaching €100 million in annual sales by 2015, the company has big plans to celebrate Kusmi Tea's 150th anniversary in 2017. ◆

PRESENT IN LONDON, MILAN, HANOVER, BERLIN, VIENNA, MONTREAL AND SEVERAL US CITIES, **KUSMI TEA IS POSITIONED TO LAUNCH SOON IN ASIA AND SOUTH AMERICA.**

FINAL EXAM

INTERVIEW WITH PROFESSOR ANDRÉ TORDJMAN, COURSE COORDINATOR, STRATEGIC RETAIL MANAGEMENT AT EDHEC BUSINESS SCHOOL, AND FOUNDER/PRESIDENT OF LITTLE EXTRA.

INTERVIEW **MARY B. ADAMS** IMAGES **SERGE DEMAILLY**

Q Why is Kusmi Tea an interesting case to study?

A Kusmi Tea is an excellent example because it covers all the salient points of a case study. First, it is a real marketing concept based on a strong brand. Next, its distribution strategy using a variety of channels focused on city centres and commercial shopping centres. And it has shown growth on an international scale.

It is also interesting because it addresses franchising and distribution of the brand to select retailers (like large French supermarket chain Monoprix) and examines how to manage rapid business growth.

This case also demonstrates the entrepreneurial talents of president/CEO Sylvain Orebi in building a strong brand and a differentiating concept.

Q How is Kusmi Tea an example of new strategic approaches to retail today?

A Kusmi uses a variety of innovative retail models ranging from 30 m² retail-only stores to a 250 m² flagship unit housing a large cafe, via hybrid models that combine sales and consumption, to various distribution channels domestically and internationally.

The brand is investigating further international expansion and exploring options available through partnerships that share risks and costs as well as bring fresh ideas to new markets that can then be translated and implemented domestically.

It is interesting to note that the type of distribution influences brand perception among consumers and that different distribution channels meet varying consumer behaviours and needs.

> “STUDENTS ARE EXPECTED TO ACT AS IF THEY ARE THE PRESIDENT OF THE COMPANY.”

Q What appeals to you most about presenting this case to your class?

A We address branding issues and the business model concerning the different points of sale, as well as the organization required to ensure sustainable growth. Kusmi Tea is a complete case combining different aspects of marketing, strategy, finance, and organisation.

Q What is unique about the way you teach this course?

A We take a comprehensive look at management starting with the business model that determines the commercial actions, and we measure the impact of those actions. The course encompasses strategy, implementation, analysis and performance measurement, as well as decision-making around business challenges that are often complex and imperfect. Students are expected to act as if they are the president of the company.

The course is based on real cases with unresolved business challenges. Students work in small groups for at least 10 hours per case. They then present their analysis to the class in the presence of the president of the company, who offers feedback and answers to students’ questions.

Q What are the takeaways for your students?

A Students gain an understanding of the Kusmi Tea business model. They also learn decision-making within the context of a specific corporate culture, while building entrepreneurial leadership skills. ◆

COMPETITORS AND THEIR MARKET POSITIONING

The tea market in France is highly competitive. Multinationals hold an 80% market share. The Lipton brand has made the Dutch-British Unilever group the market leader worldwide.

On the French market, Lipton is behind 50% of all tea sold, exclusively on the large and mid-sized supermarket circuit. Other companies offer competition on the same segment, such as the Indian group Tata, which owns the Tetley brand, and Associated British Food, which owns Twinings.

Outside of the supermarket sector, certain retailers with a more premium market position can be identified: examples include Mariage Frères, Dammann, which belongs to the Italian Illy group, and Palais des Thés.

Kusmi Tea has clearly positioned itself as a premium brand that can be distinguished from the traditional offers... First, Kusmi used its highly colourful visual world to rejuvenate the image of tea and set itself apart from its competitors. Then, by positioning itself as a fashionable and trendy brand, Kusmi became a challenger on the market. This achievement was made possible by one of the most important decisions taken by Sylvain Orebi in establishing his brand: as early as 2004 (!), he chose a press officer from the world of beauty products, thus giving him a presence in fashion/beauty publications such as Grazia and Elle and allowing him to target a clientele that is female, younger, professional and urban, thereby avoiding being associated with the world of gastronomy.

It was also the well-being product range, and in particular Kusmi Tea's star product "Detox", that allowed the company to conquer a much younger and more dynamic clientele with a less conventional vision of tea, in contrast to its competitors.

– Excerpt from Kusmi Tea 2014 Case Study by André Tordjman and Loick Menvielle, EDHEC Business School, revised January 2014

THE SHARING ECONOMY: IS IT EITHER?

WHAT DOES A PEER-TO-PEER TRANSPORT SERVICE HAVE IN COMMON WITH A MICRO-FINANCING PROJECT IN EL SALVADOR OR A CROWDFUNDING SCHEME FOR BIOMEDICAL RESEARCH? THEY'RE ALL OUTPOSTS ON THE SHARING ECONOMY'S WILD FRONTIER. AND THEY'RE ALL WONDERING, IN ONE WAY OR ANOTHER, WHO CAN BE TRUSTED.

TEXT **TIMOTHY CARLSON**
REPORTING **MARY B. ADAMS**
IMAGES **MARCUS WALTERS**

"WE ARE IN A WORLD **SHIFTING FROM INSTITUTIONAL POWER TO DISTRIBUTIVE POWER.** WE ARE UNLOCKING NEW KINDS OF WEALTH BY FACILITATING ACCESS TO PEOPLE AND SPACES THAT WERE FORMERLY UNDERUTILISED."

Rachel Botsman, author of *What's Mine Is Yours*

For three days in May, more than 1,000 people described in promotional materials as "entrepreneurs and social innovators, non-profit and business leaders, grassroots activists and public officials" attended a conference called OuiShare Fest in Paris. Their purpose: to "gather in one place to build a common vision of a collaborative society". The general mood was decidedly upbeat. Ways of doing business that favour openness and access (by many) as opposed to ownership (by few) were trotted out, promoted and celebrated. Terms like disruptive, transformational and revolutionary were not in short supply. Attendees bounded from seminars ("Shifting Paradigms: From An Egocentric to An Ecocentric Economy…"), to "speed recruiting" sessions to a "OuiShare Love Party".

We don't want to spoil anyone's party but we feel compelled to ask: Is the so-called sharing economy as radically life-changing as attendees of OuiShare Fest would have us believe? Shouldn't we be a little bit concerned about the pervasive eagerness to accord special status to capital-hungry Internet companies as harbingers of some (still rather fuzzy) sociable, scalable Shangri-la?

Perhaps we need to take a collective step – if not backwards, then at least towards what we know about economies and economics. For starters, economies begin at a local level. The healthiest ones stay that way, at least for a while. In any economy there is a common currency and a safe, functioning marketplace to allow for transactions between parties. For that marketplace to stay safe, regulations are needed to help those parties know who to trust and who to keep at arm's length. It did not take the Internet to introduce abstract, virtual economic action and economies, but the Internet has been a booster shot for multinational corporations looking for their way around barriers to trade and profits. At the same time, we're seeing locally based Internet transactions being touted as examples of neighbourliness and sharing.

Internet-based companies are the key component of the sharing economy. These companies are driven by algorithms rather than by what were once called human resources – people who worked on a sales floor or shop floor and lived in a nearby neighbourhood. Typically, neither stores nor shops nor nearby neighbourhoods make an appearance in this new paradigm. Instead customers of these companies access a proprietary website or application which is often (mis-)labelled a community. Examples such as RelayRide or AirBnB provide useful services and interesting options for transport and housing, but they're hardly a boon to local economies. In fact, it's hard to blame local businesses – taxi drivers, apartment-renters – for feeling less than collaborative when they find themselves in competition with amorphous peer-to-peer services concerned with little else than raking in money.

Not all proponents of the sharing transformation are blind to the paradox inherent in their beloved paradigm. Neal Garenflo, co-founder of Sharable, acknowledges that, as AirBnB has grown, it has become "more transactional, more like a pure marketplace that is hands-off where you don't necessarily meet people, and sometimes the spirit of sharing and community is not there."

But should we be surprised when Internet companies become more about profits than people? If so, perhaps we need to reboot our image of the Internet itself, which has evolved from a primordial ooze of chat rooms and forums into – what? An altruistic ecosystem? An ever-expanding network of potential profit centres? While those two competing visions duke it out, what we are seeing is a new marketplace taking shape. Often it seems to fall to a single company to write the rules for how a particular corner of this virtual marketplace operates. This requires a great deal of resources and central organisation. Talk in the sharing economy is constantly about "scaling" – another financing round, another million users, another hundred million dollars….

TECHNOLOGY AND THE SHARING ECONOMY

Rachel Botsman, author of *What's Mine Is Yours: The Rise of Collaborative Consumption* (Harper Business, 2010):
"Technology is taking us back to old behaviours and intrinsic instincts. M-PESA for example, is revolutionizing the banking sector in Kenya. If we start from ground zero with no banking behaviours to unlearn, and let the system develop on its own pace, the most efficient one and the one that emerges is a peer-to-peer-based system."

Étienne Hayem, organizer of OuiShare Fest, entrepreneur and expert on complementary currencies:
"The collaborative economy is an economy in which we share more wealth between the entrepreneur community and the customers. We share more appropriately for access over ownership. Contributors, consumers and other participants use the Internet to decentralise things and to take part."

Kathleen Stokes, senior researcher for social innovation at Nesta, an innovation charity based in the UK:
"While sharing itself is not anything new, the sharing economy involves some use of technology to facilitate transactions."

"WHAT'S MOST IMPORTANT TO US IS SOCIAL TRANSFORMATION... WHERE PEOPLE WORK TOGETHER TO TAKE DESTINY INTO THEIR OWN HANDS AS PEERS AND AS COMMUNITIES."

Neal Garenflo, co-founder of Sharable

The OuiShare Fest drew attention to community-based efforts, particularly on behalf of essentials such as food and transport. Here it is easy to imagine the link between such efforts and economies. There's no doubt the Internet plays a demonstrably beneficial role in reducing isolation, one of the problems facing proponents of local change, and in raising wider awareness of local socio-economic initiatives. This comes back to basic ideas of what an economy is meant to do: bring people together to collaborate for a better standard of living for everyone. In this respect, the sharing economy lives up to its social transformation billing.

One of the chief stumbling blocks for the sharing industry is local market regulation – city policies governing transport-for-hire and short-term lodging, for example. Undoubtedly some of this regulation serves to protect vested interests of one kind or another.

But some of these rules have been developed to protect buyers, sellers, neighbourhoods, local economies, the environment… Some actors in the sharing economy would do away with all this publicly mandated regulation because they see it as redundant or in conflict with their own company-backed guarantees for their customers. In this respect, it is difficult to see what makes these paradigm-shifting revolutionaries any different from the monopolies and cartels who triggered the need for antitrust legislation a hundred years ago.

It seems even less revolutionary when traditional corporations get into the "sharing" act. What does it mean, when two companies enter into a contract-based relationship for research and development in an innovation-driven sector such as biotechnology or the pharmaceuticals industry? It means they share costs, save on initial expenses, and consumers or the public may eventually benefit as a result. But how exactly does this kind of "sharing" leave any old paradigms in the dust? Crowdfunding, where myriad small donors contribute to a project and sometimes bring it into being, also gets roped into discussions about the collaborative economy, but does it enable resources to get allocated efficiently – the definition of a capital market? That's debatable.

Then there's the question of employment. What will happen to steady jobs as the sharing economy digs in? "The new, deregulated economy is making such jobs scarce," warns Robert Kuttner, a co-founder of the US-based Economic Policy Institute. In a recent Huffington Post article entitled "Share Economy or Bare Economy?" Kuttner argues that "the new, ultra-libertarian digital economy is both the solution and the problem. As a cool add-on, the entrepreneurial apps that allow digital sharing are both fun and make for more efficient use of idle resources. But as the core of the economy, they reinforce an insecure society in which everyone is a free-lance."

On the other hand, this may not be an entirely bad thing. According to Aassia Haq, strategic advisor for MBO Partners consultancy, "In ten years one in two American workers will be independent of a single employer. Workers will think of themselves as a business of one rather than as a job-seeking employee. They will have to think about how to create new income streams, how to connect with others to produce work."

The sharing economy may indeed turn out be a net gain for innovation and collaboration. Then again, a lot will depend on the shared costs. ◆

GOODBYE, BIG INSTITUTIONS?

Rachel Botsman: *"Helping institutions reinvent their structures — the same ones actors of the collaborative economy are trying to bypass — is part of our work, and it is going to take time."*

Neal Garenflo: *"Big corporations are responsible for most of the environmental and social destruction in the world so I hope they do go away. I think they will get worse before they get better.. we should see even more exploitation and aggressive behaviour by them. Yet at the same time there is the growth of the collaborative economy, and citizens will become empowered and increasingly capable of creating power for themselves."*

Kathleen Stokes: *"You will see more corporations looking at this to see if it fits, as well as governments and public services. For example, Marks and Spencer do 'swishing' (clothes swapping) parties, a better use of their assets. The Council of Croydon, a borough in South London, have been working with Zipcar to help make their local council's car fleet available to the public when not in use by council employees, an example of a local government and a big collaborative economy model which also provides community access."*

"IN TEN YEARS, ONE IN TWO AMERICAN WORKERS WILL BE INDEPENDENT OF A SINGLE EMPLOYER."

Aassia Haq, strategic advisor, MBO Partners

OTHERNEWS

PARIS . LILLE . NICE . LONDON . SINGAPORE

ON-CAMPUS
OFF-CAMPUS
AROUND
THE WORLD

WITH EDHEC BUSINESS SCHOOL

SINGAPORE'S SLING

THE SINGAPORE CAMPUS WAS INAUGURATED IN JANUARY 2011. FOLLOWING AN INTERNATIONAL TENDER PROCEDURE, EDHEC WAS INVITED BY THE SINGAPOREAN AUTHORITIES TO PARTICIPATE IN A CLUSTER OF EXCELLENCE AIMED AT DEVELOPING EDUCATION AND FINANCE IN SINGAPORE.

"SINGAPORE WAS **THE FIRST FLAVOUR OF ASIA** I EVER EXPERIENCED. A TRUE FUSION OF CULTURES. SPECTACULAR ARCHITECTURE, REMARKABLE 'STREET' ART AND DELICIOUS CUISINE. I WAS PARTICULARLY IMPRESSED BY THE FORWARD-LOOKING BUSINESS PEOPLE AND THE COMMON VISION FOR CONTINUOUS IMPROVEMENT."

C. Kourtelli, Edhec MBA student

91

Nationalities on EDHEC campuses

1/3

International Students

"A TRUE FUSION OF CULTURES. SPECTACULAR ARCHITECTURE REMARKABLE 'STREET' ART AND DELICIOUS CUISINE".

C. Kourtelli

Discover our Singapore campus !

Edhec risk institute-asia registered with singapore council for private education registration no.201025256Z from 22-06-2011 to 21-06-2017

“ONE OF MY FAVORITE AREAS NEAR THE EDHEC CAMPUS WAS CHINATOWN IT WAS FUN TO BROWSE ITS MANY SMALL STORES AND RESTAURANTS...”

Rudolph Broomes

SINGAPORE IS REGARDED AS AN ECONOMIC MODEL FOR SMALL-ISLAND DEVELOPING STATES LIKE MY HOME COUNTRY, BARBADOS. OUR MEETINGS WITH GOVERNMENT OFFICIALS AND BUSINESS LEADERS PROVIDED USEFUL INSIGHTS INTO WHAT POLICIES ARE IN PLACE TO ENSURE SINGAPORE REMAINS GLOBALLY COMPETITIVE. I WAS VERY FASCINATED WITH THE CITY’S ARCHITECTURE AND HOW SINGAPORE INCORPORATES ‘GREEN SPACES’ INTO BUILDINGS - SUCH AS THE ROWS OF PALM TREES LINING THE TOP OF THE VISUALLY-IMPRESSIVE MARINA BAY SANKDS HOTEL. ONE OF MY FAVORITE AREAS NEAR THE EDHEC CAMPUS WAS CHINATOWN. **IT WAS FUN TO BROWSE ITS MANY SMALL STORES AND RESTAURANTS AND ENCOUNTER THE FAMOUS SMELL OF DURIAN FRUIT.**

Rudolph Broomes, Edhec MBA student

EDHEC RENDEZ-VOUS

“EDHEC graduates around the world come together to celebrate their achievements”.

More than 1,000 EDHEC alumni take part in EDHEC Alumni’s flagship annual event each year. EDHEC Rendez-Vous links up 32 cities worldwide. This gathering is also the occasion to reward the EDHEC Alumnus of the year, the EDHEC Entrepreneur and the Socially Responsible Organisation of the Year.

2014

- *EDHEC Alumnus of the year: Amélie Vidal-Simi (EDHEC 1989), CEO HENKEL France*
- *EDHEC Socially Responsible Organisation of the year: Gaëlle Simon (EDHEC 2000) pour Institut Télémaque*
- *EDHEC Entrepreneur of the year: Béatrice de Montille (EDHEC 1999), fondatrice de Merci Maman*

HAVE MOOCS MISSED THEIR MARK?

EARLY PREDICTIONS OF A "LEARNING REVOLUTION" MAY HAVE BEEN PREMATURE. BUT MASSIVE ONLINE OPEN COURSES ARE STILL MAKING NEWS.

IMAGE **CAROLINE SAINT-LU**

MOOCs are distinct from other online education platforms in that they have a timeline, a traditional multi-week syllabus, structured discussion and assessment. They have been praised for democratizing education by: being free (or very cheap); providing Ivy League-caliber classes to anyone without a crazy admissions process; creating a vast new pool of data on how students learn; making quality education accessible at a distance and en masse. Of course, along with the excitement came the concern. Common criticisms of MOOCs [have] included the incredibly high student-to-teacher ratio (in contrast with the traditional gold standard of very low student-to-teacher ratios), difficulties and inconsistencies in non-automated assessment (especially for the humanities) and the lack of a "real college experience."

– TED Blog, *Thu-Huong Ha*, 27 January 2014

MOOCs' low marginal cost is responsible for some of the bad press they occasionally receive. Consumers risk little by signing up, so both registrations and dropout rates are high. Yet that is not

necessarily a reflection of poor quality. An analysis of over 1000 studies of online-course results conducted by America's Department of Education found that people who complete such courses do better on average than students in face-to-face instruction. **– The Economist, 8 February 2014**

No one could have predicted the explosion of interest in MOOCs that has occurred in the past year. Nor can we predict where MOOC technology and research will lead us. But we can examine these innovations and collaborate on how best to use them to transform and re-imagine higher education. Success will lie in experimenting with these new concepts, along with many more we can now only begin to imagine. **– Huffington Post, *Anant Agarwal*, 9 December 2013**

If 2012 was the "Year of the MOOC", as The New York Times declared, and 2013 was the year of the MOOC backlash, what is 2014? The year that MOOCs ceased to be interesting – at least to anybody not working on them directly? As the major MOOC providers have gradually distanced themselves from the notion that they will reshape higher education, the existence of free online courses has become less sensational. Coursera's new chief executive, the former Yale University president Richard C. Levin, last month reiterated that the company's MOOCs should be thought of as "additive to what universities are doing, not disruptive." **– The Chronicle of Higher Education, Steve Kolowich, 14 April 2014**

The first British massive open online course to offer students the option to pay for academic credit has ended, with none of its participants opting to fork out for official recognition. The Edge Hill University MOOC, entitled Vampire Fictions, was announced in May last year and attracted about 1000 students. Of these, 31 reached the end of the course, with none opting to hand over the £200 (€243) that Edge Hill was charging in exchange for 20 credits at level 4 – the equivalent of a module on a first-year degree course. **– Times Higher Education, Chris Parr, 20 February 2014** ◆

MARK OF DISTINCTION

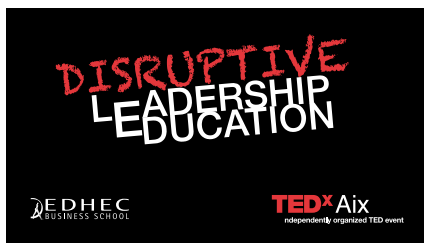
EDHEC BUSINESS SCHOOL **RE-ACCREDITED BY THE AACSB FOR 5 YEARS**

This is the third time the School has received this accreditation since 2004.

The AACSB has renewed EDHEC Business School's accreditation for five more years, thereby confirming the school's place among the 5% of institutions worldwide distinguished with this label of excellence (source: AACSB). The school's strategy is geared to serving the needs of society. EDHEC Business School is one of the first schools worldwide to earn accreditation based on the AACSB's new assessment values of innovation, impact and commitment.

The auditors particularly commended the success of the "EDHEC for Business" strategy, not only for its real impact on the business world, but also for its being an original economic model for a school of international standing.

EDHEC PARTNERS **FOR FIRST TEDxAix CONFERENCE**



TEDxAix selected EDHEC Business School as its official partner for the Disruptive Leadership Education Conference, in Aix-en-Provence, France.

EDHEC was proud to serve as an official partner for TEDxAix, an inaugural event focused on ground-breaking technologies, entertainment and design with the aim of leveraging a number of initiatives to support and promote ideas capable of changing the world. Outstanding thinkers and speakers from various backgrounds came together to share their avant-garde ideas and practices with leaders from business, science, art and education. EDHEC Professor and leadership expert Valerie-Claire Petit was among the speakers. Focusing on diversity and leadership, she outlined strategies promoting leadership that is more inclusive and open to all types of talent.

CELEBRATING **NEW ADDITION TO EDHEC NICE CAMPUS**

Construction of the 5000 m² learning centre and opening of business incubator represents the final phase of campus development.

EDHEC Business School is proud to celebrate the official inauguration of the addition to its Nice, France campus, a €17 million investment that will provide more classroom space, new meeting rooms, a state-of-the-art library, as well as a learning and media centre. The campus also features a state-of-the-art gym, music rooms, spaciousamphitheatres with views of the bay, and private study cubicles equipped with PCs and Wi-Fi.

EDHEC AND **YALE** JOIN FORCES IN AN EXECUTIVE COURSE

Yale School of Management and EDHEC-Risk Institute are pleased to announce the launch of a joint Executive Seminar series in the United States, Asia and Europe.

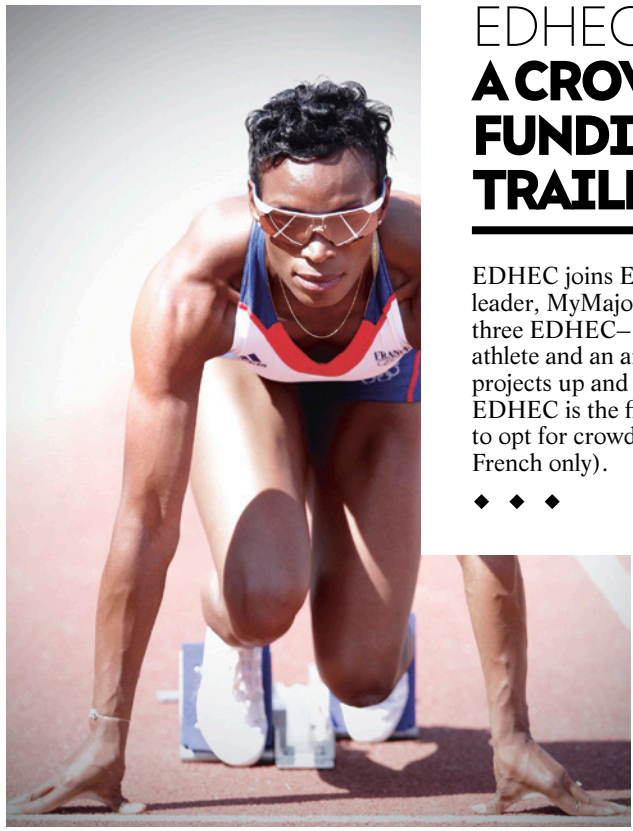
In this challenging market environment, it has become crucial for senior investment professionals to stay abreast of the latest research advances and state-of-the-art investment practices. EDHEC-Risk Institute and the Yale School of Management have joined forces to offer top-quality executive education courses based on the exceptional strength and relevance of academic research conducted by both faculties. Professors Raman Uppal and Lionel Martellini were among the first EDHEC professors, along with colleagues from the Yale School of Management, to present courses specially tailored for senior officers, investment specialists, etc. Senior officers, investment specialists and administrators working for buy- and sell-side institutions, and for consultants and key account representatives advising high net worth individuals and institutional investors.

EDHEC RANKS 3RD IN THE WORLD FOR FINANCE IN THE 2014 FT'S MASTER IN FINANCE RANKING

- FT, JUNE 2014

EDHEC #2 IN FRANCE AND AMONG TOP 20 WORLDWIDE FOR CUSTOM EXECUTIVE EDUCATION PROGRAM

- FT, MAY 2014



Reina Flor Okori, a student on the EDHEC BBA high-level sports track.

EDHEC, **A CROWD-FUNDING TRAILBLAZER**

EDHEC joins European crowdfunding leader, MyMajorCompany, to support three EDHEC– an entrepreneur, an athlete and an artist – in getting their projects up and running.
EDHEC is the first French school to opt for crowdfunding (website in French only).

◆ ◆ ◆

Donate on:

ESPEME BECOMES THE EDHEC BBA

Starting autumn 2014, the leading undergraduate programme, ESPEME, will become the EDHEC BBA (Bachelor in Business Administration).

A BBA is the world's most widely available undergraduate degree, allowing for optimal international recognition.. A four-year program, the EDHEC BBA includes courses in business administration as well as work experience and exchanges abroad. Graduates are poised to successfully enter the business world or continue their education at top international institutions, including EDHEC.

Discover the talented students of the EDHEC BBA

EDHEC DEAN RECEIVES 2013 WORLD OF DIFFERENCE AWARD

Olivier Oger was awarded the 2013 World of Difference 100 Awards by TIAW, (The International Alliance for Women) for his contribution to the economic em-powerment of women and his involvement in the success of the European Business Schools/Women on Boards initiative started by EDHEC board member and head of the Global Women's Telecommunications Associations, Candace Johnson, and European Commission Vice-President, Viviane Reding.

GET INSIGHTS INTO EDHEC

INSIGHTS is a publication offering original views based on the academic expertise of EDHEC professors, combined with concrete and easy-to-implement recommendations for businesses.

Scan the QR code to access the latest edition, Intellect Inside!
Or How to Do More than Simply Sell your Products.

More news on: www.edhec.edu

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Plans
TO START START-UP WITH SUSAN AND KHALIL

Worried
THAT KHALIL HAS BEEN QUOTING SUN TZU IN (I THINK) AN UN-IRONIC WAY

INSIDE THE MIND OF A GEN. Y STUDENT

TEXT **RANDALL KORAL**
IMAGE **ALEXIA DESVERNAY**

If you want to tick-off business school students, try telling us what to think. If you really want to tick us off, tell us what we're thinking. Like we're all thinking with one brain. Like we're all equally insecure or over-confident or over-reactive when people tell us what we're thinking. Like, who asked them? We don't even know what we're thinking half the time. The other half of the time (minimum) we're doing the b-school thang. Working our butts off. Learning how to think.

"Business school students are more narcissistic than others," Bloomberg Business Week told us a few years ago, adding that we're "poor team players" and we "blame others for failures, take undeserved credit for success, are hypersensitive to negative feedback, and show an exaggerated sense of entitlement."

We are, however, fairly decent at Fruit Ninja. Point is, EDHEC's NewGen Talent Centre has taken a close look at what's really going on in the head of Generation Y, for lack of a better term for the 20-somethings among us. And the Centre's inaugural study debunks the widespread belief that this generation is not able to adapt to corporate culture. The study also reveals (plenty of) key competencies that companies can expect from these students.

So maybe we're not so bad after all, although we thought we were pretty good in the first place. Does that sounds narcissistic? ◆

COCKTAIL TIME

ike

PANIC

WAS IT EVER OK TO WEAR A HOODIE TO A JOB INTERVIEW?

NEEDMORE CAFFEINE

HATE SELF FOR LOVING SMARTPHONE

WANT A NEW ONE

INTERNSHIP OR MCJOB?

Graduate

STUDY

WHOSE PARTY IS THIS?

FIND

A ROLE MODEL

Tweet

BECOME A ROLE MODEL

Pinterest

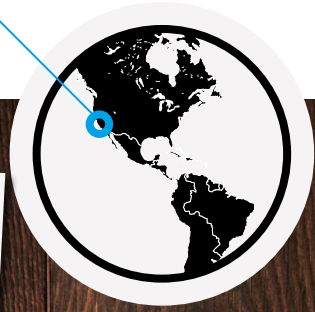
MOVE OUT OF PARENTS' HOUSE

MOVE PARENTS INTO AWESOME NEW HOUSE

PINBOARD

CALIFORNIA, SILICON VALLEY

"THE GOLDEN STATE"



STUDENTS HAD AN INSIGHT INTO HOW THINGS ARE REALLY DONE IN SILICON VALLEY WITH A WORKSHOP ON INTERNATIONAL ACQUISITION.

IT WAS ALREADY TIME TO LEAVE THE **FACEBOOK CAMPUS** FOR ANOTHER ONE **GOOGLE**.

ENTHUSIASTIC CHEERLEADERS AT THE HALFTIME SHOW OF MY FIRST-EVER COLLEGE FOOTBALL GAME.

WE SPENT A WEEK IN **SAN FRANCISCO** FOR THE SILICON VALLEY IMMERSION TRIP IN PARTNERSHIP WITH THE UNIVERSITY OF SAN FRANCISCO.

TODAY IS THE WARMEST DAY OF THE YEAR IN **SAN FRANCISCO** AND WE RENTED BIKES TO RIDE TO THE **GOLDEN GATE**.

THE STUDY TOUR PROVIDES EDHEC MSC ENTREPRENEURSHIP STUDENTS WITH AN IN-DEPTH UNDERSTANDING OF THE UNIQUE AND VITAL ECOSYSTEM OF THE SILICON VALLEY.

Laurette Fugain

l'association qui lutte contre la leucémie

SUPPORTING

medical research

by funding leukaemia and blood disease research, and by providing important information about these diseases to the society at large and public institutions.

MOTIVATING

around the gift of life

(blood, plasma, platelets, bone marrow, cord blood and organs donation)

by raising the public's awareness of its role in fighting leukaemia and by furnishing information on the gift of life.

HELPING

patients and families

by providing support and comfort.

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100

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